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PMCD PROPOSED
EVALUATION GUIDES FOR
SPS, SUPERGRADE, AND CERTAIN GS-15 POSITIONS
WITHIN THE SCIENTIFIC FIELD

1. The kinds of functional responsibilities for SPS positions

STATINTL are broadly described in [REDACTED] as follows: (a) managerial responsibility for a major scientific research program; (b) execution of productive research of a high order in a scientific field; and (c) consultative and advisory responsibility to senior management in connection with one or more scientific fields.

2. A review of SPS, SG and certain GS-15 positions currently established reveals a substantial overlap in the kind and scope of work contained in such positions. Therefore, a need exists for the development of an evaluation guide that clearly distinguishes the nature and scope of work and qualification requirements for SPS positions in relation to SG and certain GS-15 positions.

3. Accordingly, the following work situations and representative functions are outlined for use as guidelines in establishing these types of positions:

A. SPS POSITIONS

I. Work Situation A

Serves in a staff capacity as a scientific advisor to line management of a scientific research and/or development organization at Directorate, Office or Division level. The mission of these organizations involves either (a) the pursuit of exploratory research covering a wide spectrum of scientific fields resulting in the discovery of new

concepts, phenomena and theories that provide the genesis for the

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development of new technologies applicable to the intelligence process; (b) the application of new technological advances at the state of the art in the design, development and fabrication of prototype hardware/software systems, equipment, devices, materials and techniques for use in the collection, processing, analysis, evaluation and production of intelligence; or (c) the analysis, evaluation and interpretation of scientific intelligence as it relates to the research and development accomplishments, discoveries, capabilities and limitations of foreign powers.

The following functions in the aggregate are representative of work Situation A.

- (a) Evaluates technical aspects of research proposals in consideration of the current state of the art, approach to be taken, responsiveness to current and projected requirements, and possible duplication of research efforts undertaken by other Federal agencies, private industry and the academic community;
- (b) Guides senior management in the formulation of research goals objectives and specific programs;
- (c) As the authority and specialist in his scientific field, represents senior management in contacts with counterparts in the Agency, USIB, private industry, academic community, etc. Purposes of these contacts are to: (1) maintain awareness of new concepts, techniques and devices applicable to developmental programs; (2) discuss the merits of proposed research programs; (3) elicit aid and cooperation in the conduct of joint research undertakings.

(d) Assesses the validity, reliability, effectiveness and quantitative appropriateness of research findings as they relate to such matters as conceptual feasibility of esoteric technical collection systems; or finished intelligence on the current and future R&D capabilities of foreign powers in his cognizant scientific fields. Recommends continuance, redirection or termination of research efforts based on the foregoing assessment;

(e) Recommends the extent to which in-house research capabilities should be developed in terms of organization structure, and manpower requirements to supplement research efforts undertaken by external contractors;

(f) Conceives unique and unprecedented applications of scientific principles to intelligence needs.

II. Work Situation B

Serves as Research Team Leader, Project Manager or first line supervisor at Division, Branch or Section level responsible for the technical management of one or more research projects which are typically within the framework and totality of an office-wide research program. Such projects involve either the (a) conceptual feasibility, development and fabrication through the prototype stage of equipment, devices analytic techniques, etc. for use in the collection, processing and analysis of intelligence data, or (b) the analysis, evaluation and production of finished intelligence on the R&D advancements, intentions and capabilities of foreign powers in the scientific fields over which incumbent has expert cognizance.

The span of control exercised by incumbents of positions in this work situation typically range from 3 to 15 professional employees, and total project funding normally does not exceed \$1,000,000. The administrative responsibilities including resources management are secondary to the incumbent's responsibility for applying his expertise in one or more scientific disciplines to the resolution of day-to-day technical management problems, and to the exercise of technical guidance and assistance to subordinates in performing their assigned tasks.

The following functions in the aggregate are representative of work Situation B.

- (a) Formulates and recommends adoption of research projects consistent with current and projected intelligence requirements, assessment of current technology to meet such requirements, and manpower and finding constraints imposed by higher management.
- (b) Establishes internal priorities of approved research projects based upon the complexity of the technological gaps, urgency of requirements and estimated time of completion.
- (c) Determines whether research projects should be contracted out on a sole source or competitive bid based upon the level of technological competence required to meet research objectives.
- (d) Reviews and approves RFP's for technical adequacy of work statements and specifications prior to transmittal to contractors.
- (e) Reviews and assesses the technical aspects of contractor proposals in terms of research approvals to be taken, solution of problem areas, and adequacy of specifications.

(f) Develops new concepts and methodologies for use by subordinates engaged in the analysis, evaluation and production of intelligence of a basic-descriptive, current - reportorial or speculative - estimative nature as it relates to the research and development activities and accomplishments of foreign powers in one or more scientific fields.

(g) Reviews and evaluates finished foreign intelligence on scientific and technical matters bearing on his area of specialization to determine the validity of conclusions, assumptions, and predictions reached.

(h) Monitors and assesses research efforts of in-house personnel, outside consultants and contractors in terms of soundness of approaches, methods and practices employed, level of attainment, technical difficulties encountered, unforeseen developments and new phenomena. Based on such assessment, recommends or authorize changes in direction, scope or approach.

(i) As the scientific expert in his cognizant field defends, justifies and clarifies proposed research projects and the funding support necessary to launch and sustain such projects.

(j) May represent office head on intra and inter Agency committees, panels, task forces, etc, concerned with such matters as discussing and formulation of research and exploratory development objectives concepts and programs in the physical, engineering or behavioral sciences; assessment of scientific research results as they impact upon the state of the art, and the application of such results to the intelligence process, and to current and future intelligence requirements.

III. General Evaluation Comments Applicable to Both Work
Situations for SPS Positions:

(a) The areas of scientific research and/or development are critical to the fulfillment of high-priority national intelligence requirements, and to the shaping of U.S. foreign policy. Furthermore, the scientific discipline(s) involved are dynamic and evolutionary as evidenced by a rapidly expanding and changing body of knowledge and emerging technologies at and beyond the state of the art, e.g., application of electro-optics concepts to intelligence collection and processing.

(b) The salary levels are established within the GS-16-18 pay range and are based primarily on the extent to which the incumbent's qualifications, achievements and professional stature impact upon the position.

(c) The nature, scope, utility and consequences of work performed is largely governed by and is measured in terms of the application of qualifications and professional stature possessed by the incumbent to the research mission in which position is located.

(d) SPS positions may involve a combination of functions characteristic of both work situations.

B. SUPERGRADE POSITIONS (In Agency Scientific Research and/or Development Components):

(a) In contrast to SPS positions, executive positions that involve extensive management or program responsibility are grade oriented, and are classified in the supergrade range based on the nature and magnitude of scientific program responsibilities and authority.

(b) Incumbents of these positions serve as Directors at Office or Program level, and as Division Chiefs. The total workforce typically ranges from 50 to 500 employees. Total project funding for exploratory research and development of hardware/software systems associated with the intelligence process typically is in the multi-million dollar range.

(c) Policy formulation, program planning and direction, in addition to the allocation and control of management resources (i.e., personnel, facilities and funds) are the paramount responsibilities, and require the exercise of leadership and top flight executive abilities.

(d) Incumbents of these positions usually rely substantially on the professional expertise of scientific advisors in the decision making process as it relates to the establishment of research goals, the direction, priorities and thrust of programs and specific projects in accomplishing such goals. The day-to-day technical management of in-house and contractor-supported research programs is delegated to middle management supervisory positions. The latter positions may be classified as GS or SPS depending upon the level of expertise in one or more scientific fields required of the incumbent.

C. GS-15 POSITIONS (In Agency Components Engaged in the Production of Scientific Intelligence).

I. Work Situation A

Serves as an independent research specialist responsible for the analysis, evaluation and production of finished intelligence on the research and development achievements, capabilities and vulnerabilities of foreign powers in a highly specialized scientific fields. Such fields normally involve rapidly changing technology, unforeseen developments, and new phenomena. Incumbent is required to initiate research projects, and collection requirements to fill intelligence gaps. Incumbent is recognized as an authority throughout the intelligence community. In this regard, furnishes consultation and advice on such matters as scope of problems to be investigated, issues involved, research approach, objectives to be sought, security considerations to be observed, and required liaison with other Federal Agencies. The incumbent's observations, conclusions and assessments as stated in finished intelligence reports and required liaison with other Federal Agencies. The incumbent's observations, conclusions and assessments as stated in finished intelligence reports and special studies are generally accepted by superiors, and strongly influence policy decisions on significant intelligence matters.

The functional characteristics of this position are distinguished from SPS positions by the preponderance of time spent in productive research of a high order which does not involve technical management responsibility, nor serving in a staff capacity on a substantially full-time basis as a consultant and scientific advisor.

II. Work Situation B

Serves as Research Team Leader or first line supervisor at Branch or Section level responsible for the technical management of one or more research projects that involve the analysis, evaluation, and production of finished intelligence on the R&D advancements, intentions and capabilities of foreign powers in one or more scientific fields. The span of control, project funding, level of expertise required and functional responsibilities are equivalent to those contained in Work Situation B for SPS positions. However, GS-15 positions characterized in Work Situation B are distinguished from counterpart SPS positions in that the fields of scientific research are of lesser significance and criticality in terms of the impact on U.S. foreign policy and fulfillment of national intelligence requirements. The scientific fields in which finished foreign intelligence is produced are further characterized by their relatively static nature in terms of opportunities for further exploratory research in new phenomena, hypothesis, principles and theories, and for the development of new technologies associated with such scientific disciplines, e.g., aero dynamics as it applies to fixed wing aircraft.